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ВЛИЯНИЕ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА НА ПРАКТИКУ УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ: КОНТЕНТ-АНАЛИЗ

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Аннотация. Сфера управления человеческими ресурсами (УЧР) в последнее время наблюдает рост использования искусственного интеллекта (ИИ). Поскольку ИИ хорошо справляется с управлением ручными задачами, компании извлекают из этого выгоду. Тем не менее, в этой области по-прежнему существует дефицит тщательных литературных обзоров. Предыдущие исследования в основном сосредоточились на технических аспектах искусственного интеллекта в компаниях, таких как автоматизация задач и улучшение принятия решений. Цель данного исследования — представить исчерпывающий обзор имеющихся исследований о том, как ИИ влияет на человеческий компонент практик УЧР. Для анализа 52 статей о влиянии ИИ, опубликованных в 12 престижных международных бизнес-журналах, были использованы описательные и контент-аналитические методы. Результаты показывают, что большинство проведенных исследований сосредоточены на человеческом аспекте процедур УЧР. Отчет предоставляет полезные рекомендации для практиков в отрасли по внедрению ИИ, а также перспективы для будущих исследований для ученых.

Ключевые слова: Искусственный интеллект (ИИ), инновации, управление человеческими ресурсами (УЧР), управление рабочей силой, производительность сотрудников, развитие обучения.

JEL коды: M54; M12.

Introduction

Human resource management practices, or HRMPs, have lately attracted a lot of interest from three areas: organizational economics, strategic management, and HRM [1]. The digital transformation that has recently been taking place in various corporate organization areas has also had an impact on HRM. As a result of this change, HRM has had to reorganize relevant arrangements, reassign duties, and introduce new technologies [2]. Open innovation facilitates the exchange of information between internal and external stakeholders by using a variety of strategies to allow for the integration of new perspectives at every stage of the value chain. Businesses need to form alliances that prioritize open innovation in order to adopt best practices and adjust to new business models [3]. Utilizing digital technologies, such as computers and information and communication technologies, to improve business performance metrics like worker productivity and customer service, streamline operations, and innovate new business models [4].

During the past 20 years, HRM technology has advanced significantly, studies looking into the relationship between technology and innovation in businesses are becoming more and more common [5]. AI systems use built-in algorithms and data-driven computer technologies to automatically learn and adapt to new situations, resulting in improved answers. HRM, which combines both conventional HR procedures and the application of AI technologies, improves working conditions for employees [6]. When new concepts, methods, products, or procedures are purposefully introduced and put into practice with the aim of significantly improving the company or society at large, it is said to be innovative [7]. The necessity of digitizing HRM has been highlighted by the COVID-19 epidemic and the subsequent economic crisis. Digital technology has come to be recognized as a global answer to new problems.

Companies that quickly become proficient with new tools have an advantage over their more circumspect rivals. The ability of digital HRM solutions to accommodate remote and flexible work arrangements is correlated with their efficacy. But a thorough assessment of this association has not yet been carried out. In digital human resource management applications, it is expressed as a numerical coefficient. A company will have a wider range in digital HRM if it uses digital technology to handle a significant number of HR-related processes, like hiring, training, development, motivation, and career promotion. This is regardless of how these technologies actually affect the performance of managers [8]. Real-world experience in managing innovation-based development demonstrates that when data is restricted to a local level and the diversity of available sources is disregarded, it becomes challenging to evaluate the various aspects of promising innovations, the primary risks of innovative projects, and the overall quality of innovations [9].

Open innovation allows for the integration of new perspectives at every stage of the value chain by facilitating information flow from the inside out using a variety of strategies. In order to use best practices and adjust to new business models, organizations need to form partnerships that give open innovation first priority. Although there have previously been calls for a revision of public human resource management, the solutions proposed in recent discussions have mainly depended on advanced technology. Building on the operational and relational phases of HRIS development that came before, this step involved combining and growing different HRM data segments into large databases [10]. The last few years have seen the majority of scientific advancement in this field because the technology is still relatively new and has a wide range of possible applications within the organization. This explains why there is a lack of significant scholarly research on the subject, despite the fact that AI has been portrayed as an excellent HRM tool [11]. AI helps organizations improve the efficacy and efficiency of their HR department by making various management practices more precise and flexible [12].

In addition to the current managerial skills that will be impacted by this technology, Caleiro, de Sousa, and de Oliveira (2019) suggest that organizations need to develop new management competencies to successfully integrate AI [13]. Firstly, AI assists humans in tasks that are still too complex to be fully automated, as stated by Melton et al. (2019) [14]. An AI-powered pre-analysis then serves as the foundation for the best managerial decision or expertise. This increased productivity would result from optimum interaction with the machine, which takes the form of a hybridization of management. In light of the literature, companies using AI will require new managerial competencies to handle a variety of new technical and managerial demands, such as ethical conundrums, problems with data quality, a lack of machine learning engineers, and cost-benefit evaluations [15].

The organization cannot deploy AI because it lacks structured analysis, data automation, and other necessary components. In the end, managers will need to get past a number of organizational enablers and barriers in order to successfully implement AI that will benefit their businesses. These include upper management support, organizational readiness, employee confidence in AI, and AI strategy and compatibility [16]. HR can change HR in a number of areas, such as hiring, career management, training, compensation, benefits, and mobility. This will facilitate recruiting top talent, evaluating nominations, and managing careers in general. Finding competent applicants as quickly as feasible, assessing if a candidate's profile and the position are a good fit, and calculating the value the candidate will add to the company are the three key challenges facing any HR department [17]. One must be a master of data treatment and an excellent interpreter in order to extract the maximum value from data. The HR department's success is built on introspection, which also helps it become a strategic and decision-making powerhouse.

Data and algorithms, according to some, stand in for the reasoning behind their choice while, in reality, they make it easier for this reasoning to shine through. It is known that data is not independent if it becomes impossible to ignore it. The intellect of humans analyzing and interpreting this data is what gives it its worth. Information is not a substitute for HRs' wit and bravery, but rather a tool they use. HR construct their future with the help of the data. The problem that comes with managing data by HR is challenging preexisting notions and ready-made representations to inspire assertions based on these observations [18]. According to Mumford (2000) the innovation inputs, innovation occurrence, and sustained innovation performance of a business are determined by its HR and HRM processes [19]. Reason being: when it comes to innovation inputs, an organization's inventive potential is directly proportional to the IQ, creativity, and imagination of its HR department. In a similar vein, companies need innovation-focused HRM strategies to ensure the occurrence of innovation and, its sustainable retention. In the long run, an organization's «innovation potential», «innovation occurrence» and «required inputs for innovation» all are met via a system of HRM policies, processes, and practices. As Huang and Rust (2018) said that automated systems are gradually replacing humans in routine, mechanical, and boring jobs including scheduling, documenting, checking equipment, gathering data, and performing initial assessments [20].

AI is growing at an exponential rate, according to previous studies, and businesses can not afford to overlook its potential. The convergence of developments in artificial neural networks, statistical algorithms, processing capacity, and data analysis is setting the stage for the arrival AI, which has been anticipated for decades. AI is being used more and more by businesses in India to revolutionize their operations in many different industries, including healthcare, education, automotive, economic, banking, and retail. The development of new business models has been encouraged by AI [21]. Additionally, in order to successfully use AI and intelligence-based technologies in organizations, there is a continuing debate in the AI-HRM literature on how to determine which employee traits are most relevant. While HRM technology has opened up many new possibilities, there are still certain jobs that humans are better suited to execute than computers [22]. Since both people and AI can work effectively together, academics believe that organizations reap more advantages by integrating the two rather than trying to replace humans entirely [23].

It is worth mentioning that AI has significant strategic implications for HRM. AI bolsters HR practice decision-making by providing insights and forecasts grounded on massive volumes of data. HR managers use this information to better plan their workforces, find and hire top talent, evaluate employee performance, and provide opportunities for professional growth. For instance, AI can detect areas where workers lack particular abilities and provide training programs to fill those gaps. It can

also discover individuals with great potential and propose possibilities for their professional growth to keep them on staff.

In the realm of AI research, there has been a predominant focus on the technical aspects, with less emphasis on the human dimension. Moreover, the majority of studies related to the impact of AI have primarily scrutinized service AI applications, such as automation of repetitive tasks, data storage, and workflow simplification. Despite the recent surge in studies investigating the effects of AI on HRM due to technological advancements, there remains a noticeable gap in the literature, particularly in the context of AI in HRM of human aspects. This systematic review provides a detailed insight into the prospective research pathways to shape an upcoming research agenda for impacts of AI on HRM. This study formulates an abstract model that merges research on AI skills development for HR professionals and explore the skills and competencies required for HR professionals to effectively leverage AI technologies in their roles and develop training programs to enhance their AI literacy. Furthermore, this study also provides a unified foundation for subsequent scholarly pursuits, and articulates potential additional researches for future investigations.

Methods

Building upon the research of Tassignon et al., this study adopts an approach that is informed by evidence and systematically reviews existing research in a comprehensive, meticulous, and transparent way [24]. The critical nature of this approach is recognized in its ability to create «a dependable reservoir of knowledge» and foster «context-specific research» [25]. The determination to apply a systematic review to this research topic was also influenced by the outcome of an initial exploratory study, intending to «ascertain the volume and relevance of associated literature and to define the research area or subject». This research used descriptive and content analytic methods. In Figure 1 below, the specifics of the research process can be seen, which includes data collecting, data purification, and data analysis.

Initiating the research endeavor by thoroughly comprehending the study's scope and objectives is essential to provide a clear direction. Subsequently, identifying pertinent sources constitutes a pivotal step in the research process. In terms of the breadth of our examination, our attention has been primarily directed towards papers that have been disseminated in premier business journals. This is due to the significant role that these top-tier journals play in fostering academic growth within the discipline [26]. The collected data undergoes a dual-pronged analytical approach. Initially, a descriptive analysis is conducted to delineate temporal, spatial, and methodological patterns within the literature corpus. This involves scrutinizing the distribution of articles across various chronological epochs, geographical regions, approach by aspects and methodological

frameworks, thereby furnishing a holistic understanding of the research landscape. Concurrently, content analysis is undertaken to delve into the thematic underpinnings of the collected literature, discerning emergent trends, recurrent motifs, and overarching paradigms concerning the intersection of AI and HRM practices. This analytical phase engenders the elucidation of nuanced insights germane to the overarching research inquiry by subjecting the corpus to meticulous scrutiny

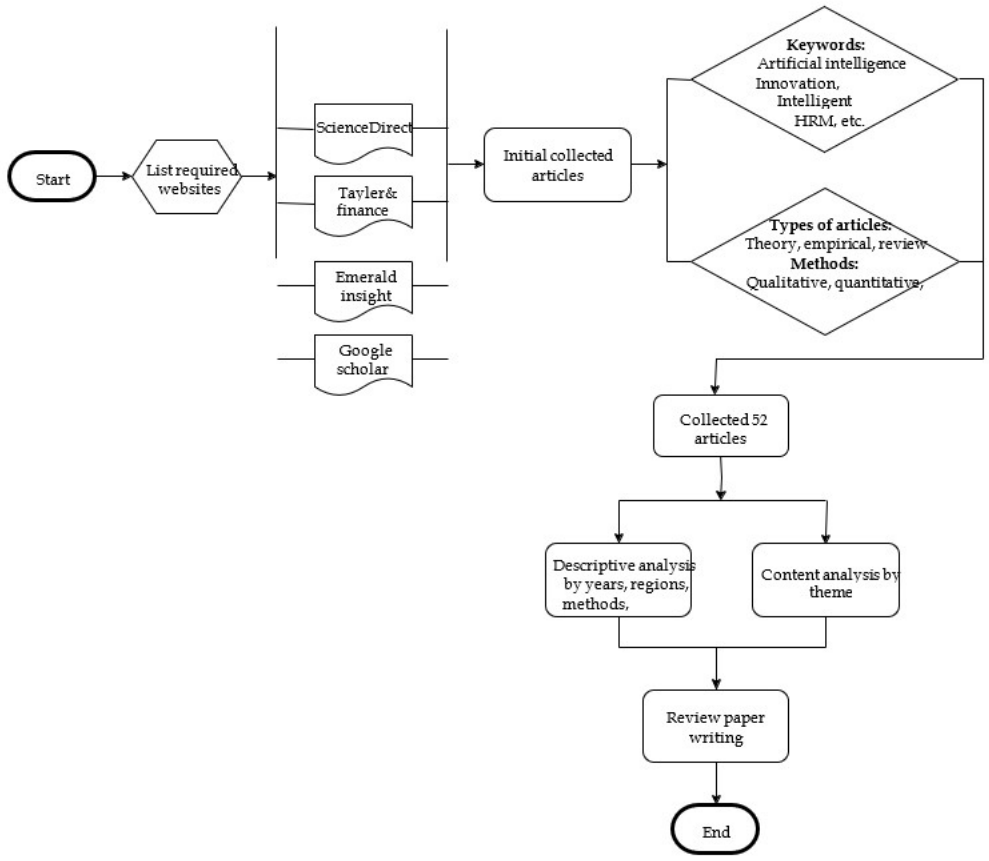

Figure 1. Review process

Selection of articles

Concerning the breadth of our review, we have concentrated on studies published in top-tier journals within the business domain, as these prestigious publications greatly facilitate academic growth within the field [27]. Therefore, we incorporated journals deemed to be apex platforms for business research. In this respect, we mirrored the practices of contemporary, high-quality systematic reviews [28], thereby restricting our review to studies in journals ranked 1 and 2 according to SJR [29]. Consequently, the process of data gathering, pertinent investigation, experiment conducting, relevant information collection, data acquisition, and potential publications were sourced from four primary databases (Elsevier, ScienceDirect, Tayler & Finance, and Emerald Insight) and a commonly used search engine (Google Scholar) in August 2023 (refer to Figure 1). In order to execute an exhaustive literature review on the influence of AI on HRM, we initiated an extensive search of AI

and HRM terminologies. Particularly, consistent with the approach of McPherson et al., we utilized the subsequent AI-related keywords: artificial intelligence, intelligent system, innovation, and technology [30]. Additionally, we adopted these HRM-related terms and practices: HRM, organization, workforce, personnel, employee engagement, training, and performance. As a result, the ensuing keyword formula was employed: («AI» OR «intelligent system» OR «innovation» OR «technology») AND («HRM» OR «organization» OR «workforce» OR «personnel» OR «employee engagement» OR «training» OR «performance»). We executed a keyword search on titles, abstracts, and keywords, following established practice [31], [32]. Based on previous literature reviews of artificial intelligence [33], we confined our search to articles published from 2020 to 2023, to encompass published work concurrent with recent technological advancements. Secondly, during the initial stage, we recorded fundamental information related to each article, encompassing the publishing platform, year of publication, primary human aspect practices explored, nature of the paper (theoretical, empirical, or review), methodology utilized (quantitative, qualitative, or mixed methods approach). A total of 270 pertinent items were gathered. Data quality assurance only papers published in scope publications were used. Consequently, our ultimate selection consisted of 52 articles that were published for examination.

Data analysis

A comprehensive strategy is necessary for the in-depth exploration and evaluation of 52 HRM-related topics related to technology. The steps involved in this process include examining the publication dates of research from various countries, the methods used in applied research, the theories employed, and the perspectives considered. The thorough examination and assessment of 52 technology-related HRM subjects necessitates a multi-dimensional approach. This process involves scrutinizing the dates of research publications from different nations, the methodologies employed in applied research, the theories invoked, and the viewpoints considered. One effective method for delving into qualitative data is through content analysis. This involves categorizing the topics chosen for the literature review in the context of HRM and AI. By employing this strategy, researchers can comprehensively understand the field's current state while also gaining insights into its key themes and trends. We also noted the central theory or theories that the chosen studies were based on, including the geographic scope of the data and authors of the selected studies. This was useful in discerning patterns of theory, content, and methodologies adopted [34]. Further, we documented the practical implications drawn from each article in the final selection, and the directions for subsequent research. This was to present the results and pinpoint the existence of repeated recommendations for further exploration.

Result

Bondarouk and Brewster posited that technological innovations have introduced a new, intelligent, digital context for HRM strategies [35]. The rapid advancement of AI technologies has sparked considerable interest in HR, given its transformative potential across various sectors and organizations. This has led to a surge in literature exploring the role of AI in HR and recruitment, often referred to as «the new age of HR». In this new era, AI is revolutionizing the recruitment industry by automating routine tasks traditionally performed by humans [36]. Furthermore, the evolution of AI's capabilities in human-computer collaboration within HR Information Systems (HRIS) has presented new opportunities for management to enhance the system's effectiveness and efficiency. However, a potential concern is that the increasing automation could render HR personnel redundant and inefficient. Therefore, the academic interest in AI in HRM has seen a steady increase over the years. In 2021, the number of relevant publications rose to nine, a significant increase from the previous year. This trend continued into 2022, with the number of publications increasing to 11. By 2023, the number of articles published on HRM in AI had more than doubled to 27, indicating a positive trend towards the end of the year. This growth in academic interest suggests a recognition of the transformative potential of AI in HRM and a desire to understand and leverage this potential better (refer to the figure 2. Hence, the integration of AI in HRM is a rapidly evolving field that has garnered increasing academic interest over the years. As AI technologies continue to advance, it is anticipated that their application in HRM will continue to expand and evolve, offering new opportunities and challenges for HR professionals and organizations alike

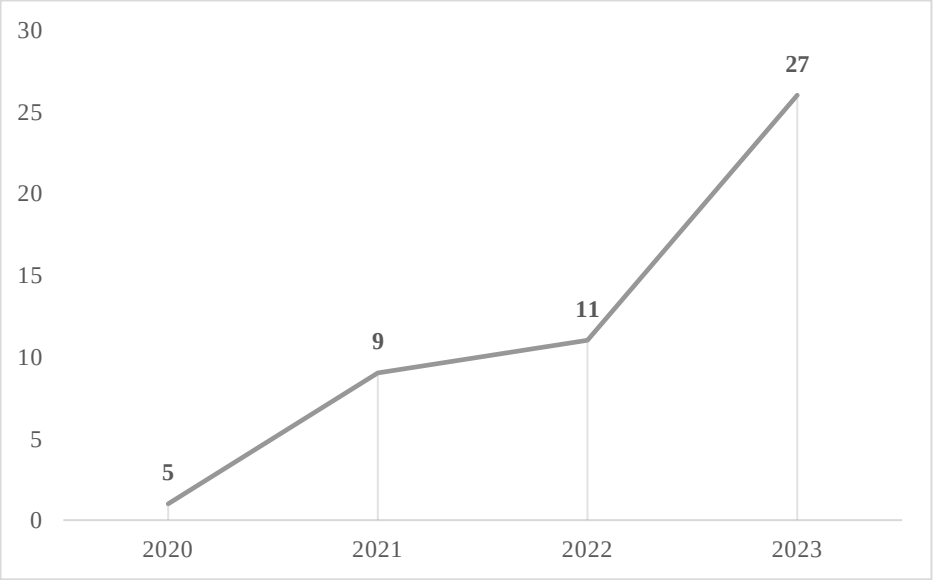

Figure 2. Number of selected publications by years

The distribution of articles across academic journals from 2020 to 2023 reveals a growing interest in the integration of AI in HRM (refer to table 1). The data indicates a steady increase in the

number of articles published in various academic journals over this period. Quartile 1 (Q1) journals are highly regarded in the academic community and are often considered a key metric of success for researchers. The International Journal of Human Resource Management published the highest number of articles on AI in HRM, with a total of 8 articles from 2020 to 2023. This was followed by the Journal of Innovation and Knowledge and Heliyon, which published 6 articles each over the same period. The Asia Pacific Journal of Human Resource and Technological Forecasting & Social Change also contributed to the body of literature, with 5 and 4 articles respectively, journal Procedia Computer Science published 3, and Materials Today: Proceedings published 3 articles. Other Q1 journals, such as the Human Resource Management Review, Computers in Human Behavior Reports, Technovation, and the European Journal of Innovation Management, also published articles on the subject, albeit in smaller numbers. Quartile 2 (Q2) journals, while not as highly ranked as Q1 journals, still contribute significantly to the academic discourse. In this dataset, the Journal of Organizational Change Management and The Journal of High Technology Management Research, both Q2 journals, published a total of 3 articles on AI in HRM in 2023. The distribution of articles on AI in HRM across academic journals from 2020 to 2023 indicates a growing academic interest in this field. The total number of articles published increased from just 1 in 2020 to 26 in 2023, with a cumulative total of 52 articles published over this period.

Table 1

Articles distribution across academic journals

Rank	Journal	2020	2021	2022	2023	Total
Q1	Human Resource Management Review	1		1		2
Q1	Heliyon		1		6	7
Q1	Journal of Innovation knowledge	1		1	4	6
Q1	Journal of international market	1		1		2
Q1	The International Journal of Human Resource Management		4	3	1	8
Q1	Technological Forecasting & Social Change		1	1	2	4
Q1	European Journal of Innovation Management		1	1	4	6
Q1	Materials Today: Proceedings			1	1	2
Q1	Procedia Computer Science				3	3
Q1	Asia Pacific Journal of Human Resource	1	1	1	4	7
Q2	International Journal of Manpower	1	1	1		3
Q2	Computers in Human Behavior Reports				2	2

Rank	Journal	2020	2021	2022	2023	Total
	Total	5	9	11	27	52

Research on AI and HRM in the United States, UK, and Netherlands has shown a significant distribution between 2020 and 2023. In Figure 3, the UK, followed by the US and the Netherlands, published the most research papers on HRM and AI. The UK is considered the top area for HRM and AI studies, with the US and the Netherlands making significant strides in this area. The graphic provides a visual representation of the research publications produced by each nation.

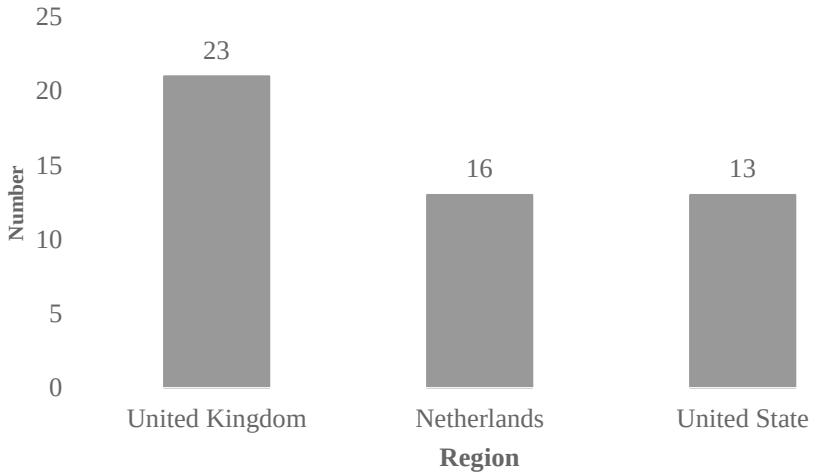

Figure 3. Distribution of research regions

In Table 2, a total of 52 publications were produced in this period, with the United Kingdom leading the count with 23 publications from 2020 to 2023. The Netherlands and the United States followed with 13 and 10 publications, respectively, while China and Taiwan each contributed one. The data indicates a rising trend in the field, particularly in the United Kingdom and the Netherlands. The rise in publications over the years suggests an increasing academic interest in the application of AI in HRM.

Table 2

Number of publications by research regions and years

	regions	020	021	022	023	otal
	United Kingdom					3
	Netherlands				3	6
	United State					3

The Table 4 provides a distribution of research methods across three key approaches. Table 4 In the Quantitative approach, Survey is the most frequently used method with 14 occurrences out

of a total of 20. In the Qualitative approach, Case study is the most common method, observed 11 times out of a total of 28. The Mixed method approach is utilized less frequently, with a total of 4 occurrences. This distribution indicates the popularity of different research methods within their respective approaches, with Survey and Case study being the most preferred in the Quantitative and Qualitative approaches, respectively.

Table 4

Distribution of methods

Approach	Method	Frequency	Total
Quantitative	Survey	14	20
	Mathematic/Econometric	4	
	Experiment	2	
Qualitative	Case study	11	28
	In-depth interview	7	
	Big data analytic	5	
	Thema analysis	3	
	Delphi	2	
Mixed method			4

Research articles are categorized into four types: Data-driven, Theory-driven, Applied One Theory, and Applied More Than One Theory. Data-driven articles rely on empirical data, while Theory-driven articles use existing theoretical frameworks. Applied One Theory articles use a single framework, while Applied More Than One Theory articles use multiple frameworks. Three articles apply both categories, and data also includes specific theories applied in multiple articles. This distribution suggests a strong emphasis on theory-driven research, while data-driven research also plays a significant role. AI applications for HRM have emerged, with important consequences for the HRM function, thanks to the use of structured and unstructured data analysis methodologies that utilize sophisticated AI tools and techniques [37]. According to Prikshat, Malik, and Budhwar, AI-enhanced HRM improves an organization's ability to access, process, and analyze data [38]. This is achieved by integrating AI into its current business intelligence systems to assist with problem-solving and decision-making, leading to beneficial operational, relational, and transformative outcomes related to HRM. Nevertheless, there has been little evidence of a comprehensive literature review on HRM(AI) that systematically conceptualizes the context and content of HRM(AI) research. Despite the recent rise, HRM(AI) research is still in its early stages. Content analysis seeks to discover

research themes within a specific research domain, whereas contextual research examines the research's distribution across time, space, industry/sector, theoretical viewpoints, and methodologies/approaches [39].

Table 5

Distribution of applied theory

Article Theoretical Foundation	Frequency
Use of theory	
Data driven	20
Theory driven	28
Applied one theory	16
Applied more one theory	12
Both	4
Theories applied articles more than once	
Structural equation modeling (SEM)	3
HRM digitalization and HRM system maturity	2
Model (CGI)	2
Social Information Processing (SIP)	2
Human Resource Information System (HRIS)	2
ANN	2

2.1 AI's impact on HRM strategies

Because of their capacity to automate mundane operations, enhance decision-making, and boost efficiency, AI technologies have had a dazzling influence on a wide range of global businesses [40]. According to [41] because of the new technology data about employee performance is more easily analyzed with the use of new technology. The use of AI aids in the detection of possible performance problems and the delivery of coaching and training to enhance employee performance. According to [42] there is a potential for ineffective integration of AI technology into HR managers' and workers' processes due to a lack of understanding and proficiency with the technology. Therefore in the link between AI and HR tasks in the organizational sector, technology awareness acts as a mediator [43]. HRM has seen a great deal of evolution over the last several decades. HRM duties are already part of the AI landscape, because of developments in coverage and the ever-changing nature of AI and digital technologies. Universal mobile actions were also uncovered with the use of AI. In the field of international HRs and to enhance communication among employees. HRM initiatives centered on technology help companies develop HR processes that are more efficient. Intelligent systems are able to properly and swiftly analyze data. New abilities will be required due to the use of AI in HRM. Remote employment, flexible hours, and project-based work will become more common

as AI transforms the way work is done. Companies and employees alike will need to change their ways of working and acquire new abilities as a result.

2.2 The effects of AI on HRM performance and engagement

AI is expected to bring about massive changes in the nature of labor in the next decade, according to experts. The exponential influence of technology on economies, companies, and society has made these changes possible [42]. Indeed, the administrative parts of HRM are becoming more automated due to the rapid advancement and widespread use of AI and other game-changing technologies. This shift is radically altering the dynamic between companies, employees, and customers [33]. Similarly, new technologies such as electronic HR information systems provide numerous opportunities to enhance and reduce the cost of HRM tasks, such as application evaluations [44], [44]. Impressively, researchers highlight how IT is influencing HRM practices through the advent of e-recruitment, e-training, and e-competence management, all of which are improving the quality of HRM services provided by enterprises on a global scale [45], [35]. We can conclude that AI does not aim to replace people, but rather works in tandem with them to complete mundane, repetitive, or otherwise taxing jobs while simultaneously boosting human skills through the embodiment of human strengths, the expansion of physical capabilities, and the enhancement of cognitive strengths [46]. The efficiency of HRM is significantly affected by AI. There are two key ways in which AI-based technologies enhance HR performance and the firm's competitive position: financially and organizationally.

2.3 Understanding the role of individual-level predictors in AI adoption: Implications for HR practices

Studies showed that companies need to make sure their workers are prepared for change, especially when making big changes like adopting AI, According to [47] that HR managers' AI concerns and beliefs significantly impacted their change readiness when it came to adopting AI. People who had a more optimistic view of AI were more open to the idea of adopting it, while those who were more worried about it were less prepared to do so. According to [48] that giving proof that effective change management takes the «people side» into account is a significant addition to the HRM filed more efficiently. Managing the «people side» including their views, fear, and change preparedness, is crucial since the deployment of AI implies a major shift in company and workforce transformation. To aid in the smooth rollout of changes, it is helpful to look at HR managers' points of view and address issues like anxiousness. According to [49] by enhancing their decision-making processes using AI, they also are rewarded for their accomplishments, offered possibilities for career mobility, and given job security guarantees. In conclusion, HR departments profit from AI more efficiently if they have a firm grasp of the factors that influence AI adoption at the individual level.

To guarantee the effective incorporation of AI into HR processes, it is crucial to tackle the obstacles linked to AI adoption, including privacy and security issues.

2.4 Using AI to enhance HRM's talent management and development

From automated recruiting tools that find top talent to advanced training programs that give individualized material, AI is transforming HR departments worldwide. The opportunity for advancement and other benefits is a major draw for workers to remain with an organization. AI is useful here by keeping tabs on worker output and predicting when they could be up for a promotion. According to Theodorsson, Gudlaugsson, and Gudmundsdottir, many companies now prioritize finding and employing the most qualified candidates [50]. It is more probable that a company will achieve exceptional performance and create a sustainable competitive advantage if its human capital is managed properly [51], [52]. According to Michaels, Handfield-Jones, and Axelrod [53] the «war for talent» was highlighted as a key issue facing businesses and a key factor in their performance in a ground-breaking 1997 research by McKinsey. Despite widespread belief to the contrary, the war for talent was far from done. Persistent economic and social factors, say the authors, will keep the talent wars going for the next 20 years, proving that innovative hiring strategies are not enough to secure top leadership talent. To review, the use of technology like the internet, big data, and AI is transforming HRM. A new approach to talent management, intelligent talent management, is emerging as a result of these developments. The ability to more easily locate and recruit top personnel is a major advantage of these new technologies for businesses. HR managers get insight on how to enhance their recruiting procedures by researching how HR utilizes these technologies.

2.5 Improving the workplace via HR technology and digital innovation

Workplace automation is one of the most noticeable changes brought about by the advent of new technologies that are driving digital transformation. Such as AI, AR, cloud computing, machine learning, robotics, big data analytics, and robotics [54], [55], [56]. In the mid-1980s, a lot of companies started using HRIS, or HR information systems, as a main part of their MIS [57]. As a result of tremendous and ongoing technological advancements, HRM has shifted its focus from administration to strategy during the last several decades [58]. As a result of tremendous and ongoing technological advancements, HRM has shifted its focus from administration to strategy during the last several decades [59]. However, AI is not a «plug-and-play» technology that yields results instantly. In order to create an AI-driven company and make the most of AI's benefits, businesses need to change their organizational culture, structure, and methods of operation to accommodate AI's broad use [60].

2.6 AI’s effects on talent management's organizational structures and the future of employment

Automated systems are gradually replacing humans in routine, mechanical, and boring jobs including scheduling, documenting, checking equipment, gathering data, and performing initial assessments [20]. The fact that emerging countries like India and China are rapidly adopting AI. Nearly every employee in China and India has used AI at some point during their employment. Data science, analytics, and machine learning are now fundamental to how AI works, which allows for these technical advancements and successes; in fact, one defining feature of AI is that it constantly adapts and learns [61]. Together, humans and AI-powered technology enhance decision-making and life quality. Multinational firms are pouring resources into AI systems that are based on logic and knowledge and are powered by massive volumes of data, rules, and information [62]. Although advanced AI-technologies are making human labor obsolete in multinational corporations, it is crucial to have a thorough comprehension of the capabilities of organizational members in order to connect these technologies to the goals and deliverables of the organization [63]. To ensure continued employability in the years to come, it is essential for workers to acquire skills connected to AI and its many uses.

2.7 Future of AI-Augmented jobs and skills development in HRM

The rapid proliferation of new technologies, particularly in the wake of the worldwide COVID-19 epidemic, has highlighted the urgent need for new HR practices and systems. These will be required to meet the challenges posed by digitalization in the future of work [64]. Given the unprecedented rate of digital transformation and the widespread acceptance of technologies for remote and hybrid work brought about by the worldwide COVID-19 epidemic, it is important to consider the effects of this trend on the modern workplace, workforce, and the pace of technological innovation in general. Sutarto, Wardaningsih, and Putri have brought attention to the significance of HRM in overseeing workplace digitization [65]. Indeed, modern academics have recognized the incorporation of AI-augmented HR and other cutting-edge technology into the workplace, prompting a need to reconsider HR policies and procedures [66]. The HRM community often believes that AI will eventually replace human HR experts. However, AI is primarily used for tasks that directly benefit HR workers, such as automating mundane but necessary processes or delivering objective, insightful analysis. Sithambaram and Tajudeen have focused on the ways in which IT has revolutionized the HR procedure [67]. AI is an exciting and relevant field of research as an IT application [68]. Through the integration of data analytics, machine learning, and automation, AI has the potential to bring about a shift in HRM, ultimately leading to time savings and improved results. As a result, HR experts will have more time for things like problem-solving and strategic planning, which technology just cannot match.

2.8 Exploring the relationship between training and development initiatives and employee job satisfaction

The success of a data-and knowledge-based economy hinges on two factors: the velocity of information acquisition and the rate of employee creativity; and second, the capacity to build adaptive organizations that can adapt to new technology. However, given the present state of AI technology, the authors believe that businesses should exercise caution when making judgments about integrating AI into their operations. There is a noticeable absence of oversight for the majority of the legal considerations surrounding AI use in commercial settings [69]. In addition, a major trend in HRM's future growth is the use of AI to improve HRM efficiency [70]. Harmony and scientific approaches have been integrated into the working world. At work, ideas of motion and time have taken shape. The job was guaranteed to be finished faster. Despite the fact that these methods boost output, they pay little attention to the human element, particularly employee happiness on the work [71]. As a strategic tool, it may handle communication inside and across organizations in both directions. Employees and supervisors alike benefit from E-HRM's enhanced job and work environment. The move of human resources operations to the digital realm streamlines HR workers' tasks, boosts the effectiveness of HR apps, and guarantees employee engagement in apps, leading to higher levels of employee satisfaction [72].

1. Discussion

Studies have shown that companies need to ensure their workers are prepared for change, especially when initiating significant transitions such as adopting AI. According to Piasna et al., the concerns and beliefs about AI held by HR managers significantly impact their readiness to implement change in terms of AI adoption [47]. Individuals who have a more optimistic view of AI are more open to adopting it, while those who harbor concerns are less prepared to do so. Jensen and Van De Voorde argue that demonstrating how effective change management takes into account the 'people side' significantly enhances the efficiency of the HRM field [48]. Managing the 'people side', which includes their views, fears, and readiness for change, is critical given that the deployment of AI signifies a substantial shift in company and workforce transformation. In conclusion, HR departments can more efficiently benefit from AI if they have a solid understanding of the factors that influence AI adoption at the individual level. To ensure the effective incorporation of AI into HR processes, it is crucial to address the challenges associated with AI adoption, including privacy and security issues.

The study outlines a comprehensive methodology for collecting and analyzing relevant literature on HRM and AI. We utilized multiple databases, including Elsevier, ScienceDirect, Taylor & Francis, Emerald Insight, and Google Scholar, and key search parameters such as HRM, AI, Innovation, Technology, and Development. Methodologies primarily employed by academic

professionals in this field are survey and case study approaches. The review process for HRM and AI implementation has been rigged through descriptive and content analytic methods. The study analyzed publication trends and content, identifying emerging themes and areas of focus. It highlighted the need for more data-driven studies, individual-level predictors in AI adoption, and issues related to data privacy and security. The practical implications of AI adoption in HRM include enhancing strategies, performance, talent management, and organizational structures. However, challenges and ethical concerns associated with AI implementation need to be addressed. The study incorporated the latest research findings and trends in the field, contributing to the ongoing conversation and advancement of knowledge in this area. The content analysis scrutinized articles, focusing on human-oriented practices like employee engagement, performance management, and learning and development.

AI is revolutionizing HRM practices by enhancing employee learning, job satisfaction, and performance. Research is needed to explore user acceptance, HR managers' perceptions, and employee perceptions of AI adoption in HRM. Comparative analysis across industries can provide insights into sector-specific challenges and opportunities. HR leaders must promote transparency, address biases, and overcome resistance to AI adoption. Empirical studies are crucial for understanding employees' perceptions and attitudes towards AI technologies. Effective organizational communication and change management are essential for successful AI adoption. The long-term effects of AI integration in HRM are promising for enhancing HR functions, decision-making processes, and organizational efficiency.

Conclusion

The fields of organizational economics, strategic management, and HRM have shown increasing interest in HRMP. Over the past two decades, research in HRM technology has made significant strides, with a growing number of studies examining the relationship between technology and innovation in organizations. AI systems, with their ability to learn and adapt to new conditions, are being increasingly integrated into HRM. This integration not only improves working conditions but also promotes innovation within organizations. Innovation, in this context, refers to the intentional introduction and implementation of new ideas, processes, products, or procedures that significantly benefit the organization or society. The methodology used involves a comprehensive examination and analysis of 47 technology-related subjects in HRM. The research process includes data collecting, data purification, and data analysis. The researchers collected relevant information and acquired data from potential publications using four of the main databases (Elsevier, ScienceDirect, Tayler & Finance, and Emerald Insight) and a popular engine (Google Scholar). A variety of strategies were

used to gather data in order to get a broad array of relevant publications. The study examined the use of AI in HRM by drawing on a variety of sources, including book reviews, conference papers, opinions, articles, and concepts; however, the analysis was limited to quantitative and qualitative data. The researchers used descriptive and content analytic methods to fully grasp the role of AI in HRM practices inside firms.

The data was analyzed by categorizing the issues chosen for examination in AI literature related to HRM. The findings in the article suggest that the integration of AI technology into HRM practices has the potential to revolutionize the way organizations manage their employees. The majority of research on HRM and AI is focused on the sub-sectors of AI, technology, and digitalization, particularly in tasks like hiring, employee engagement, and performance evaluation. The potential benefits of using AI in HRM include the ability to improve employee satisfaction and productivity by analyzing employee data to identify patterns that indicate areas where employees are struggling or need additional support. For future recommendations, the article suggests that organizations need to be proactive in their approach to HRM and AI. This involves investing in training and development programs for HR professionals to ensure that they have the skills and knowledge needed to effectively integrate AI tools into their practices. It also involves working with AI vendors and experts to ensure that the tools being used are ethical, unbiased, and secure. Overall, the integration of AI technology into HRM practices has the potential to bring significant benefits to organizations and their employees, but it is important for organizations to approach this integration with caution and to be proactive in addressing potential challenges and ethical concerns. Additionally, the article recommends further research and literature review on HRM(AI) to systematically conceptualize the context and content of HRM(AI) research, as HRM(AI) research is still in its early stages despite the recent rise in AI applications for HRM.

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IMPACTS OF ARTIFICIAL INTELLIGENCE ON HUMAN RESOURCES MANAGEMENT PRACTICES: A CONTENT ANALYSIS

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Abstract. The field of human resource management (HRM) has seen a rise in the use of artificial intelligence (AI) in recent times. Because AI is so good at managing manual jobs, businesses have benefited from it. Nevertheless, there is still a dearth of thorough literature reviews in this field. Prior research has mostly concentrated on the technical features of artificial intelligence (AI) in companies, like task automation and decision enhancement. The goal of this study is to present a comprehensive overview of the body of research on how AI affects the human component of HRM practices. Descriptive and content analysis techniques were used to evaluate 52 articles about the effects of AI that were published in 12 prestigious international business magazines. The results show that the majority of research that has already been done has focused on the human side of HRM procedures. The report gives useful recommendations for industry practitioners about the deployment of AI, as well as future research prospects for scholars.

Key words: Artificial intelligence (AI), innovation, Human resource management (HRM), workforce management, employee performance, learning development.

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